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GUIDELINES FOR ESTABLISHING JUNIOR COLLEGE LIBRARIES.

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IN ORDER TO AID JUNIOR COLLEGE OFFICIALS IN PLANNING NEW LIBRARIES, A COMMITTEE OF EXPERIENCED LIBRARIANS HAS OUTLINED A SERIES OF PROCEDURES TO BE FOLLOWED IN LIBRARY DEVELOPMENT. THE GUIDELINES INCLUDE STEPS TO BE TAKEN BEFORE A LIBRARIAN IS APPOINTED, STEPS TO BE TAKEN AFTER APPOINTMENT, DEVELOPMENT OF THE LIBRARY COLLECTION PRIOR TO THE BEGINNING OF INSTRUCTION, BUDGET FOR THE LIBRARY, PLANNING THE LIBRARY BUILDING, AND COOPERATION WITH NEIGHBORING LIBRARIES. THIS ARTICLE WAS PUBLISHED IN "COLLEGE AND RESEARCH LIBRARIES," VOLUME 24, NOVEMBER 1963. (AL)

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Guidelines for Establishing Junior College Libraries

These guidelines were prepared by the Standards and Criteria Committee of ACRL's Junior College Libraries Section. Committee members are William G. Chambers, Dwight L. Chapman, George B. Davis, Frank D. Hankins, Thelma V. Taylor, and Norman E. Tanis, chairman. James Pirie, Donald Pelkey, and James O. Wallace served as consultants to the Committee.

IN VIEW of the many junior colleges being established in the United States, the Standards and Criteria Committee, JCLS, felt that administrators and citizen groups involved in planning these schools would benefit from the experience of junior college librarians who have already established new libraries.

Only the library which from the beginning has been carefully planned and judiciously administered will be a real asset to its college. In fact, no junior college curriculum, no matter how well planned and executed, can be effective without an adequate library to support it. Gargantuan efforts in later years cannot wipe out the early mistakes and omissions made in those libraries where weak collections and ineffective administrative policies have hampered the development of the library.

Therefore, these guidelines have been developed in order to aid junior college officials in planning new libraries more effectively by acquainting them with the steps that must be taken before an adequate library can be established. The librarians and junior college administrators who worked on this project or gave advice at one time or another have spent many years gaining the seasoned experience which is reflected in this report.

While each junior college may think its difficulties unique, careful reading of reports and comparisons in the junior college field will usually reveal many similarities to the problems faced by other institutions which have established new libraries. Thus, a review of some guideposts found useful in the past will be an asset to those involved in planning new junior college libraries.

Obviously, these guidelines do not pretend to be immutable, or unresponsive to new demands and new research discoveries; the junior college is rapidly evolving and becoming more complex, and its library is bound to reflect these new demands. Moreover, the junior college library field remains largely unexplored and cries out for more investigation. It is our hope, therefore, that as junior colleges change and grow and as future research yields new discoveries and insights, these guidelines will be revised and improved accordingly. Further, we hope that this bare outline will someday be expanded into a comprehensive, systematic monograph which will give junior college personnel a better understanding of library problems and point out their best possible solution.—*The Committee*

I. Steps to be taken before a librarian is appointed

A. Funds for library materials, building, equipment, and for the projected cost of processing new books should be provided in the capital funds for the new college campus so that the minimum ALA Standards for Junior College Libraries can be met very soon.

B. The temporary library quarters located on the new campus must be large enough to furnish work and storage areas, as well as office space for the librarians.

C. As one of his first tasks, the chief administrative officer of the junior college should begin looking for a librarian, for or-

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ganizing and processing a large book collection requires a great deal of time and effort.

1. For guidance in selecting a librarian, the chief administrator may find it advisable to consult a director of libraries at a neighboring junior college or university.
2. He should also consult the ALA Standards for Junior College Libraries for the qualifications that a librarian should possess.
3. It is very important that the librarian be carefully chosen, for he will have a long-lasting influence upon the library which eventually attains maturity and full usefulness.
4. Active participation in professional library associations is also desirable in the person chosen as librarian.

D. The chief administrative officer should carefully study the ALA Standards for Junior College Libraries. These Standards, which are primarily qualitative, are modest in their requirements, and they provide an excellent set of guidelines to follow.[1]

E. Further, the chief administrative officer should acquaint himself with the requirements of his regional accrediting association which pertain to the library.

F. The chief administrative officer should also seek out junior colleges which are well established and possess mature libraries; in this way, he and his staff can more easily visualize and more effectively plan the kind of library their own college will need.

II. Steps to be taken after a librarian has been appointed to the staff of the new junior college

A. The chief administrative officer should utilize a well qualified library consultant (1) to assist the new librarian in formulating educational specifications for the library building, (2) to help him in recommending a site, and (3) to advise the architect who is designing the library building. Obviously, such a consultant must be fully acquainted with junior college problems.

A list of junior college library consultants is available from the American Association of Junior Colleges, 1777 Massachusetts Avenue, N.W., Washington 6, D. C.

B. It is important that the chief administrative officer appoint several faculty members to the committee which is planning the new library so that they may assist the librarian in interpreting the needs of the faculty and students.

C. The chief administrative officer should use the newly appointed librarian as a consultant in developing the college curriculum.

Because the librarian will be in frequent contact with administrators, department chairmen, teachers, and consultants working on the curriculum, he must be selected with great care. A junior college librarian hired to head a new library should have the kind of education that will enable him to understand and be conversant with many kinds of educational specialists. He ought to be able to show throughout the curriculum planning, and later as a member of the permanent curriculum committee, how the library can assist in furthering the educational goals of the college and how much the books and other materials needed to advance these goals will cost.

D. With the assistance and recommendation of the librarian, a code of library policy should be developed which will include:

1. An outline of the functions, objectives, government, and control of the library.
2. The method of appointment as well as the duties and the responsibilities of the librarian and his staff.
3. A careful delineation of the relationships between the librarian and the president, deans, instructors, faculty library committee, and the student advisory committee.
4. A detailed policy governing the purchase of library materials, such as books, periodicals, pamphlets, microfilm, audio-visual materials, out-of-print items, and government documents.[2]

Further, in setting up a system of book purchasing, a library consultant could be of great assistance to the librarian. It should also be remembered that policies and procedures which facilitate library purchasing for high schools may not be applicable and may even hamper the proper development of the junior college library.

[1] Association of College and Research Libraries Committee on Standards, "Standards for Junior College Libraries." In *CRL*, XXI (May 1960), 201-202.

[2] Robert Jones, "Administrative Relationships of the Library and the Junior College." *Junior College Journal*, XXIX (February 1959), 324-28.

III. *The development of the library collection before the junior college begins instruction*

A. It is urgent that the new library reach the minimum number of volumes recommended by the ALA Standards for Junior College Libraries as soon as possible.

B. Out of the basic collection, a substantial part should be processed and available when the library opens. First priority should be given to reference works and materials supporting the curriculum. The number of students initially enrolled in the college has little bearing upon the need for this core collection; this collection is needed if the library is to support adequately the curriculum and to participate fully in the education of the students. Whereas a large student body creates the need primarily for duplicates of heavily used reserve books, it is the number and variety of courses offered and the quality of the teaching which govern the breadth of the library collection.

C. Junior college officials will find it necessary to spend five or six dollars, on the average, for each book in the core collection. They will find it helpful to consult the report produced by the California Library Association, entitled "Estimated Library Costs in California Institutions of Higher Education."[3]

The cost of processing a book must be added to the original purchase price to determine the cost per volume.[4]

D. Unless there is a large staff available to order and process the new books, or unless commercial processing services are used, a neighboring university or public library may be contracted to catalog and process the basic collection.

E. The library should build a collection of two hundred to three hundred periodicals. The majority of these would be bound or replaced by microfilm for permanent use. No formula can be constructed to guide administrators in this area; the number of back files and the number of years in each file is dependent primarily upon the curriculum and the teaching methods of the faculty. Certainly, at least a third of the titles should have files extending back ten years.

A new junior college library should, at the very least, purchase all of the major periodical indexes even though it may not be able to buy all of the magazines which are analyzed in these indexes.[5]

The character of the periodical collection will be determined by the junior college curriculum, by the quality of teaching that is done, and by the professional competence of the librarian. However, it is certain that if a modest form of research is envisioned for the student, this collection will demand a substantial outlay of funds. Further, if the junior college expects its instructors to keep abreast of the research in their fields, a considerable number of professional journals must be purchased as well.

F. Pamphlet files should also be set up. The pamphlet files should include general pamphlets, vocational pamphlets, college catalogs, and pictures.

The librarian should begin ordering from the numerous sources of pamphlet materials immediately.

G. Many new junior college libraries are becoming "Instructional Materials Centers" which often include listening rooms, preview rooms, and graphics studios. Furthermore, in recent years teaching machines have also been added to the library, and space is often allocated especially for programing on these machines.

The inclusion of audio-visual materials in the library program is optional with each institution; but if the decision is made to in-

[3] California Library Association, "Estimated Library Costs in California Institutions of Higher Education." Berkeley, California: 829 Coventry Road, Berkeley 7, California, October 30, 1959, pp. 2-3. (Mimeographed.)

[4] Andre Nitecki, "Price Tag on College Library," *CRL*, XXII (July 1961), 305-306. Andre Nitecki, director of technical processing at Flint Community Junior College estimated that the average cost per volume in that library, which serves a branch of the University of Michigan as well as a junior college, was $6.24 per volume. In addition, it cost $3.39 to process each acquisition, making a total cost of $9.63 per volume.

[5] "Standards for Junior College Libraries," *op. cit.* p. 203. "Holdings of indexes should not be limited to sets of *Reader's Guide* and *International Index*. Wherever the instructional program of the junior college makes a broader coverage desirable, if not essential, subscriptions to other indexes should be included, such as *Applied Science and Technology Index, Book Review Digest, Business Periodicals Index, Education Index, Engineering Index, Essay and General Literature Index, Technical Book Review Index*, etc.; the librarian should aim to subscribe at least to some of the journals indexed there. Also, files of abstracting journals, such as *Biological Abstracts, Chemical Abstracts*, and *Psychological Abstracts*, will be great assets for reference purposes. Finally, the *New York Times Index* will answer many questions of readers and help locate materials, even if the library cannot yet afford to subscribe to the *New York Times* on microfilm."

clude them in the library, the budget and procedures for ordering such materials must be worked out carefully in advance.

Care must be exercised to make sure that personnel and budget for audio-visual materials be kept in a separate account, so that the true financial picture of college support for the traditional library part of this materials center can be made plain.

IV. *Budget for the junior college library*

A. It is well known that basing the library budget on a percentage of the total college expenditure is not feasible if the enrollment is small or if the college budget is too modest. Initially, the best method of determining the library budget is to project the costs of purchasing and processing the volumes and other materials that must be acquired that year, the salaries of the staff members needed, and the miscellaneous expenses. ALA Standards do recommend 5 per cent of the total college budget for library services in the mature library.[6]

B. Funds to build the basic collection during the first few years should always be considered a capital expenditure and should not be included simply as part of the library's operating budget.

C. A sample operating budget for a hypothetical junior college library with a core collection of 20,000 volumes beginning operation in 1963 might be estimated as follows:

1. Books: 3,000 vols. @ $6.00	$18,000.00
2. Periodicals (200 current titles)	1,500.00
3. Pamphlets	500.00
4. Microfilm	1,000.00
5. Binding	800.00
6. Miscellaneous supplies	600.00
7. Staff	
a) 2 professional librarians	16,000.00
b) 2 clerks @ $3,500.00	7,000.00
c) Student assistants (72 hours per week for 46 weeks) @ $1.00 per hour	3,312.00
Total	$48,712.00

V. *Staff for the new junior college library*

A. If the new junior college has not contracted to have its book processing done elsewhere for the first few years, it would need a staff of at least two librarians and several clerks. The salaries of these personnel may be regarded as capital expenditure until the library is opened to student use, or at least a percentage of their salaries might be regarded as capital expenditure until the library meets the minimum ALA requirements.

B. Once the new junior college library starts operation, the number of staff members required should be determined by the hours and service of the library, as well as by the volume of its acquisitions. Student assistants should be provided, at the minimum, to be available every hour that the library is open.

C. As a guide in determining the amount of staff needed once the collection is built up to 20,000 volumes, the junior college president or dean should consult the ALA Standards for Junior College Libraries. Further, he may want to use as a guide the libraries of superior junior colleges serving comparable student bodies and offering similar programs.[7]

D. Junior college librarians should be selected with great care and should meet the same educational qualifications as junior college teachers.

VI. *Planning the new junior college library building*

A. The physical location of the library is important, whether it be a separate building or simply a part of another building. It should be located in the center of student traffic patterns; on many campuses the new library would be situated in the center of a triangle formed by the classroom buildings, student union, and parking lot. Accessibility is most important and has a very real bearing on the degree of use the library will later enjoy.

B. A new library building must be planned with long range needs in mind. The building should be constructed in such a way that it could easily and economically be expanded when it becomes necessary in future years. In recent years, library buildings which have proven to be flexible, functional, and expandable have been planned on the module.

C. For the first few years, it is permissible for a new library to be housed in a building or a part of a building not planned for library purposes, provided that the quarters

[6] *Ibid.*, p. 201.

[7] *Ibid.*, pp. 201-202.

are adequate in size and suitable in layout. Almost immediately after the new junior college opens, however, the president or dean should initiate the planning of a new library facility. Naturally, it is preferable that the library be one of the first buildings built on the new campus.

As a guide in planning, the ALA Standards state, "The number of seats required will be determined by such factors as the teaching methods prevailing in the college, the size of the enrollment, whether the student body is housed on the campus or is composed largely of commuters, and whether provision is made by the college for additional study areas elsewhere. . . . Colleges which anticipate a marked increase in enrollment in the near future will need to consider more generous seating."[8]

D. The new library building should be carefully planned in order to provide adequate space for housing the book and periodical collections, the reading room and reference area, reserve book area, circulation area, as well as space for housing staff offices, staff lockers, the acquisitions and cataloging area, storage of display materials, and an area to store duplicates and unevaluated gifts.

E. It is recommended that the services of a library consultant be utilized to help in the planning of the new library. Money invested in securing a reputable expert will prove a vast economy in the long run.

F. The librarian should be prepared to submit to the architect a building program including the educational objectives for the proposed library. It is the librarian's job to orient the architect; he must explain and outline the objectives of the library, suggest possible traffic patterns, criticize and amend preliminary drawings, and be aware of the literature in the field of library planning.

G. Along with advising the architect concerning the interior planning and floor layouts for the new library, the librarian must also draw up a list of equipment needs. This list will usually be broken down by the area in which the equipment will be used. Complete descriptions of the use of each area and the equipment in it should also be included. This list or "program," as it is sometimes called, will be a part of the master plan for the new library.

[8] *Ibid.*, pp. 203-204.

H. The architectural floor plan eventually worked out by the architect should be carefully evaluated by both the library staff and the administrator as to the adequacy of the various areas, the efficiency of interrelationships of the areas, and the feasibility of the traffic patterns.

I. The Library Administration Division of the American Library Association, 50 E. Huron, Chicago, Illinois, can be of great service to library planners because of the following services they perform:

1. They will furnish a list of library consultants in any area of the country.
2. They will supply a list of new college library buildings in each area.
3. They will provide a list of architects who have designed college libraries in each state.
4. They maintain a collection of floor plans, photographs, and general data on new college library buildings. These materials are available for loan to librarians throughout the world.
5. They produce bibliographies on college library planning.
6. They sponsor building institutes preceding the American Library Association annual conference.

J. The librarian will also be involved in writing up formal specifications for the furnishings and equipment of the new library building. If someone else shares this responsibility with the librarian, it must be remembered that the librarian's judgment must count heavily; it is he, after all, who will have to work with the equipment.

VII. *Cooperation with neighboring libraries*

A. A basic book collection, reference collection, and an adequate periodical collection are essential to any good junior college library in order that it may meet the daily needs of its clientele. Dependence upon other library agencies can be justified only in the case of extraordinary demands, such as extensive journal back files, or very specialized reference works.

B. Participation in cooperative programs with neighboring libraries for development of services and resources may be considered.

These cooperative efforts could include regional union lists, centralized cataloging, interinstitutional borrowing privileges, and joint acquisition agreements. ■■